When individual cases of impeding and blocking were brought to my notice I could exert the necessary pressure, but time was being lost and lost time meant lost ships and lost lives. So

Changes at the Admiralty

I made up my mind to effect a change at the top in the Admiralty* Obviously, unless I were present at the Admiralty every day to supervise every detail of administration, it would be impossible for me promptly to remove all hindrances and speed up action. I therefore contemplated a change in the First Lord, Lord Carson, and the First Sea Lord, Admiral Jellicoe. They were both men of great influence and authority, and both possessed a formidable following, one political, the other naval. I discovered there were Parties in the Navy—the Jellicoe Party and the Beatty Party. Like most Parties their differences of principle were too vague for an outsider to grasp. But the more obscure the doctrine the more fierce the personalities.

As to Lord Carson, he was conscious of half-heartedness in his official associates. Their stubbornness wore him down by wearing him out. They were obstinate, slow and self-willed. Carson was not cut out for a mule driver. That was not his function in life. He had plenty of courage and independence of his own, but being new to Administrative office, and especially to Admiralty business, he was very dependent on his official advisers and he shrank from seeking independent advice.

Without
that he was lost.
He could have obtained it without
going outside
the Navy for which he was officially
responsible.
He might have sought the opinion of
men in the
service. But his whole training was
opposed to
such a resort. In his profession he could
only call